



Staff Report P2026-15

Committee 2026-04-20

Council 2026-04-27

Amendments

Submitted To: Committee of the Whole
Submitted By: Summer Valentine, Director, Development and Growth
Prepared By: Prerna Sharma, Manager Economic Development
Subject: Tourism Collingwood Update

Recommendation

THAT Staff Report P2026-15, Tourism Collingwood Update, dated 2026-04-20, be received;

AND THAT Corporate By-law 2026-1 of Tourism Collingwood attached hereto as Appendix A be confirmed by Council, representing the Town of Collingwood as the sole Member of the Municipal Services Corporation in accordance with the Ontario Not-for-Profit Corporations Act, 2010;

AND THAT Council select from the following options:

1. Council directs the CAO to appoint senior staff as the Member Representative and Alternate; or
2. Council directs the Clerk to proceed with a nomination process to appoint political officials as the Member Representative and Alternate.

Amendments

None

1. Executive Summary

Tourism Collingwood (TC) was incorporated in August 2025 as a Municipal Services Corporation (MSC) and designated as the Town of Collingwood's Eligible Tourism Entity (ETE) to lead tourism promotion and development in alignment with the Tourism Master

Plan (TMP) and in accordance with By-law No. 2025-031 and O. Reg. 435/17: Transient Accommodation Tax. TC's Interim Board was appointed by Council on July 21, 2025, and comprises the Mayor, Town Chief Administrative Officer (CAO), two additional Town staff, and three tourism industry representatives. The role of the Interim Board is to approve the corporation's foundational documents and take other steps necessary to bring TC to a state of operational readiness. The Interim Board has met three times between November, 2025 and March, 2026 to establish the TC's governance framework and prepare for the recruitment of the Operating Board. This Report provides Council with an update on TC's activities and presents its two Interim Board-approved foundational documents: 1) Corporate By-law No. 2026-1, which sets out corporate governance and oversight provisions, and 2) the Operating and Funding Agreement, which defines the accountability framework, mandate, and use of the promotional portion of the Municipal Accommodation Tax (MAT) revenue. While the Operating and Funding Agreement can be signed by staff under delegated authority, Council is requested to direct confirmation of the Corporate By-law as TC's sole Member and in accordance with the Ontario Not-for-Profit Corporations Act, 2010 (ONCA). These actions will enable TC to continue progressing toward full operation within the Interim Board's 18-month mandate period.

2. Analysis

Background

The following outlines the sequential steps undertaken to establish TC, including the development of its foundational documents:

- Per Council direction provided on December 2, 2024, and consistent with recommendations in the Tourism Master Plan (TMP), staff worked with the Town Solicitor to advance the establishment of an MSC with a mandate to promote tourism in Collingwood as the Town's ETE.
- In accordance with Ontario Regulation 435/17 (Transient Accommodation Tax) under the *Municipal Act*, 2001, the establishment of an ETE is a legislative

requirement to enable the receipt and use of MAT revenues for tourism promotion and development purposes.

- On April 14, 2025, Council enacted By-law No. 2025-031 and approved the Business Case, directing the establishment of TC as the Town of Collingwood's ETE.
- By-law No. 2025-031 authorized the appointment of an Interim Board of Directors for TC. Council on July 21, 2025 appointed TC's Interim Board, comprising the Mayor, the Town's CAO, two additional Town staff members (i.e. Clerk and Director of Growth and Development), and up to three local tourism industry representatives selected through a public call for applicants. The By-law also enabled the preparation of foundational governance documents, including a Corporate By-Law and an Operating and Funding agreement between the Town and Tourism Collingwood (collectively referred to as the foundational documents).
- Following Council's direction, TC was formally incorporated in August 2025 under the ONCA as an MSC, with a mandate to lead tourism promotion and development activities in alignment with the TMP.
- The role of the Interim Board is to establish and approve the Corporation's governance framework, review and finalize the foundational documents, provide strategic oversight and make key decisions required to transition TC into full operation, and prepare for the transition to a permanent Operating Board within the timeframe outlined in the By-law. The Interim Board's mandate period is up to 18 months from the date of incorporation.
- Since TC's incorporation in August 2025, the Interim Board has held three meetings in November 2025, February 2026 and March 2026, focused on reviewing and refining the foundational documents, and advancing governance and operational readiness.

Foundational Documents – Purpose and Summary

Both foundational documents were reviewed and refined by the Interim Board of TC over an eight-month period, with extensive legal advice from Miller Thomson LLP in their role as Town Solicitors.

1. Tourism Collingwood Corporate By-law (By-law No. 2026-1)

The Corporate By-law establishes TC's internal governance framework, including, but not limited to, board positions, term, and appointment processes, Officers and their roles, meetings of Directors and Members (noting that as the Town is the sole Member), conflict of interest provisions, financial controls, auditing, and borrowing authority, and processes for by-law amendments. The majority of the content of the TC Corporate By-law is required under the ONCA. The By-law ensures TC operates in a transparent, accountable, and legislatively compliant manner.

2. Tourism Collingwood Operating and Funding Agreement

The Operating and Funding Agreement establishes the formal relationship between the Town as the primary funder and TC, including, but not limited to, articulation of TC's mandate, objectives and outcomes, requirements for alignment with Town strategies policies and procedures, MAT funding allocation, use of funds, eligibility, and financial controls, budgeting, reporting, auditing, and accountability requirements, and provisions related to risk management, insurance, and termination. The agreement ensures that MAT funds are used solely and effectively for tourism promotion and development and are aligned with the TMP, within accountable processes.

Options

Option 1- Recommended

Council confirms Corporate By-law No. 2026-01 as the sole Member and in accordance with the ONCA, while staff will proceed with the execution of the Operating and Funding Agreement under existing delegated authority, with both actions enabling TC to continue progressing toward full operation within the Interim Board's 18-month mandate period.

Alternative Option – Not Recommended

Council may request amendments to the foundational documents (Corporate By-law or the Operating and Funding Agreement). Any amendments would require review and approval by the Interim Board before returning to Council for final action, extending the timeline to achieve TC's operational readiness. Council is reminded that the Interim Board completed substantial work on these documents over the course of approximately 8 months with the support of a dedicated legal solicitor.

Appointment of Member Representative and Alternate

The Town of Collingwood has significant responsibility as the sole Member of TC in the areas of governance, decision-making, approval of fundamental changes, accountability, and oversight in accordance with the foundational documents. While some Member decisions or actions should be at the direction of Council, others may proceed through a Member Representative, who would also be responsible for elevating matters to Council where appropriate and attending required meetings. At Council's discretion, those individuals may be political or senior staff appointees. It is noted that general staff support for TC routine activities would be outside the role of the Member Representative and Alternate and would be the responsibility of the Economic Development Division.

Financial Impacts

MAT revenue designated for TC is currently being accrued by the Town and being held in reserve until the organization reaches a state of operational readiness (i.e. 60% of total MAT net revenues collected in 2025 and 50% of the same in 2026). Funds, less legal fees associated with the foundational documents, will be transferred in accordance with the Operating and Funding Agreement once TC becomes fully operational and after the appointment of the Operating Board. There are no new financial impacts for the Town arising directly from this Report.

Conclusion

In conclusion, the establishment of TC and the completion of the foundational documents represent a significant milestone in implementing the Town's tourism vision

and leveraging MAT revenues to support sustainable tourism and local economic development

3. Input from Other Sources

This Report was reviewed by Department Heads on April 14, 2025 and the content responds to the advice received.

4. Applicable Policy or Legislation

1. **Municipal Act, 2001:** The Municipal Act provides the Town with the authority to establish an MSC under section 203.
2. **Ontario Regulation 435/17:** Ontario Regulation 435/17: TRANSIENT ACCOMMODATION TAX provides the municipality with the framework to impose a tax in respect of the purchase of transient accommodation in the municipality.
3. **Tourism Master Plan:** This report aligns with actions A1.1, A1.4, A1.5 of the TMP.
4. **Economic Development Action Plan:** This Report contributes to the following Actions, 1) “grow participant spending and satisfaction with experiences that celebrate Collingwood” 2) “increase revenue stemming from the broader tourism, hospitality, culture and retail sectors” and 3) “consider levying a MAT to help fund infrastructure and product development efforts.”
5. **2024 Community Based Strategic Plan:** The CBSP includes the goal of growth and diversification of Collingwood’s economy, with the key action of the completion and implementation of the Tourism Master Plan as well as continuing to support four season tourism, building on and leveraging Town assets and amenities.

5. Considerations

2024-2028 Community Based Strategic Plan: Progress towards achieving CBSP Goal

Sustainable Connected Vibrant Responsible

Services adjusted if any Economic Development

Climate Change / Sustainability: Not Applicable

- Communication / Engagement: Not Applicable
- Accessibility / Equity, Diversity, Inclusion: Not Applicable
- Registered Lobbyist(s) relating to content: Not Applicable
- Rights of Indigenous Peoples: Not Applicable

Next steps and future action required following endorsement:

Corporate By-law and Operating and Funding Agreement to be passed and enacted

6. Appendices and Other Resources

Appendix A: 2026-03-24 By-Law 2026-1 (Tourism Collingwood)

Appendix B: 2026-03-24 Operating and Funding Agreement (Tourism Collingwood)

7. Approval

Prepared By:

Prerna Sharma, Manager, Economic Development

Reviewed By:

Summer Valentine, Director, Development and Growth

CAO Comments:

- Endorsed by CAO Skinner on April 15, 2026 to proceed to COW.